

# ECONOMIC ELEMENT

## Introduction

The overarching aims of the Economic Element are to expand and further diversify the Miami-Dade economy, provide employment for all who want to work, and increase income and wealth. More specifically, the Element provides a set of goals and associated objectives and policies that will enhance Miami-Dade County government's contribution to the economic development of the area. The Element will serve as the general policy framework for economic development decisions and it will be the guide for operational activities, which influence economic development.

The Local Government Comprehensive Planning and Land Development Regulation Act (Ch. 163, Part 2, F.S.) authorized local governments to include an economic element as an optional element in their comprehensive plans. Since the passage of the initial growth management legislation in 1972, Miami-Dade County had traditionally considered economic issues in the formulation of its comprehensive plan, particularly in the land use and the service and facility provisions of the Plan. Prior to the growth management law, the General Land Use Master Plan in 1965 did contain an economic element which focused on improving the industrial mix, creating more and better jobs, and increasing incomes and wealth. The current law [163.3177(7)(j) F.S.] provides a very general description of the economic element: "The comprehensive plan may include the following additional elements..."

- (J) *An economic element setting forth principles and guidelines for the commercial and industrial development, if any, and the employment and personnel utilization within the area. The element may detail the type of commercial and industrial development sought, correlated to the present and projected employment needs of the area and to other elements of the plans, and may set forth methods by which a balanced and stable economic base will be pursued.*

The Act goes on to say that, "All elements of the comprehensive plan, whether mandatory or optional, shall be based upon data appropriate to the element involved." In addition, an economic element must be consistent with the other elements of the plan and generally conform to a similar format. In late 1997, the Board of County Commissioners requested that an economic element be prepared. Work on the element commenced in fiscal 1999-2000, when funding was secured. A draft of the proposed Element was completed and distributed for comment in August 2001. Many of those comments were incorporated and the Components for Adoption were filed in the October, 2001 CDMP Amendment Cycle. However, the Element was not transmitted in order to allow time to make several changes that the Board of County Commissioners requested. During the interim between that action and refile in April 2003, staff updated much of the support material and revised objectives and policies that were outdated or not in accord with Board of County Commission actions. In addition, the extra time allowed for coordination with the County's Strategic Planning process and the receipt of input from the Social and Economic Development Council. The latter is an advisory group established by the Board of County Commissioners shortly after the September 11, 2001 terrorist attacks.

The Element is consistent with the other elements of the Comprehensive Development Master Plan (CDMP) and generally conforms to their format. It builds upon ten carefully selected industry groups arising from a previous major economic development initiative, known as One Community/One Goal®.

In addition to these industry components, the Element supports previous local economic development planning efforts. These plans were reviewed to identify needs for County governmental action to support or assist in their implementation. Augmenting the plan reviews, suggestions and guidance was sought through meetings with ten municipalities and more than thirty economic development agencies and organizations.

As with all CDMP elements, there is also a major set of supporting material. These Support Components are not adopted but still are an integral part of the Economic Element. Volume I contains only the material known as Data, Analysis and Information, the remaining support items are found in Volume II. At the end of the Goals, Objectives and Policies, there is a section setting forth the Monitoring Program.

## **GOAL I**

### **CREATE A CULTURE WITHIN WHICH COUNTY DEPARTMENTS INCORPORATE SOCIO-ECONOMIC CONSIDERATIONS INTO THEIR BUSINESS PLANS.**

#### **Objective ECO-1**

**Establish executive level procedures and complementary administrative structure to guide, review, evaluate and monitor Miami-Dade County planning activities impacting socio-economic development. These activities may encompass physical, economic, financial and/or budgetary, business and social service aspects of County government related to socio-economic development.**

#### **Policies**

- ECO-1A. Consolidate all socio-economic development planning and related functions into one unified, proactive organizational structure.
- ECO-1B. The Comprehensive Development Master Plan and Miami-Dade County's Strategic Plan shall be the principal planning instruments guiding overall socio-economic development.
- ECO-1C. An administrative mechanism will be created and charged with the coordination, evaluation, integration and monitoring of countywide and community social and economic development plans and activities, including commercial/industrial land use decisions and County infrastructure prioritization with municipalities.

## **Objective ECO-2**

**Modify the Miami-Dade County organizational structure as necessary to achieve good communication and coordination with all relevant public and private economic development entities.**

### **Policies**

- ECO-2A. The County will develop a public information program to disseminate socio-economic development initiatives.
- ECO-2B. The County will utilize a website that provides socio-economic development data, information, and access to Miami-Dade departments and other local business assistance entities.

## **Objective ECO-3**

**County initiatives and programs to promote economic growth and diversification of the County's economic base should also acknowledge broadly accepted socio-economic development goals, such as the amelioration of poverty, the promotion of economic mobility and self-sufficiency, and access to affordable housing, in balance with other CDMP goals.**

### **Policies**

- ECO-3A. Administrative procedures will be established for achieving coordination and integration of countywide and community socio-economic development efforts.<sup>1</sup>
- ECO-3B. The County's community development programs shall be based on plans adopted by the Board of County Commissioners, such as the County's Strategic Plan, the Empowerment Zone Strategic Plan, the Urban Economic Revitalization Plan for the Targeted Urban Areas, and the OCED Consolidated Plan.

## **GOAL II**

**PROVIDE PUBLIC INFRASTRUCTURE WHICH CONTRIBUTES TO ALL AREAS OF MIAMI-DADE COUNTY WITHIN THE UDB IN ATTAINING THEIR SOCIO-ECONOMIC DEVELOPMENT POTENTIAL COMPATIBLE WITH OTHER CDMP GOALS.**

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<sup>1</sup> Countywide efforts are defined as those which are aimed at achieving some end, e.g. employment growth, throughout the County. This is in contrast to those efforts to achieve some purpose in a subarea or community within the County.

## **Objective ECO-4**

**Develop an initial consolidated infrastructure plan within one year, including streets and highways, water and sewer capacity, drainage and fire facilities, and other components especially advanced technology, such as fiber optics, appropriate to enhance socio-economic development <sup>1</sup>**

### **Policies**

- ECO-4A. The County Manager will consider directing an appropriate executive office to review and evaluate infrastructure improvement and expansion plans, putting major emphasis on socio-economic development.
- ECO-4B. Place high priority on acquiring adequate funding to carry out all projects of the current adopted Long Range Transportation Plan.
- ECO-4C. Miami-Dade County will program infrastructure improvements in municipalities taking into account their socio-economic development priorities and overall County priorities.
- ECO-4D. Infrastructure prioritization should consider needs of existing and target industries in industrial areas that do or can support these industries, especially along trade corridors and around trade hubs.

## **Objective ECO-5**

**The County will establish strong regional linkages with Southeast Florida governments to plan for and coordinate infrastructure elements impacting economic development.**

### **Policies**

- ECO-5A. The County will support regional infrastructure initiatives with emphasis on economic development and will participate in the newly formed Regional Transportation Authority.
- ECO-5B. The Department of Planning and Zoning and other County departments, as appropriate, will work with the South Florida Regional Planning Council in planning for regional cooperative efforts important for economic development.

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<sup>1</sup> Where reference is made to a specific time period, the start date will be the beginning of FY 2004/05, October 1, 2004.

## **Objective ECO- 6**

**Seek to increase middle-income housing by at least 200 units annually through County-administered programs over the next ten years, while also seeking to meet lower income critical needs.<sup>3</sup>**

### **Policies**

ECO-6A. Within two years, a program which involves private sector developments in the provision of low and moderate-income housing will be implemented.

## **GOAL III**

**INCREASE EMPLOYMENT AND INVESTMENT THROUGH PROGRAMMATIC ASSISTANCE TO BUSINESS AND LABOR FORCE DEVELOPMENT PROGRAMS, BOTH COUNTYWIDE AND FOR SUBAREAS.**

## **Objective ECO-7**

**The County should develop a set of guidelines for close coordination between Miami-Dade socio-economic development functions and the primary local organizations having business attraction, expansion and retention program responsibilities, as well as with other non-local institutions, organizations and individuals interested in the economic development of the area.**

### **Policies**

ECO-7A. Miami-Dade County's strategy for meeting countywide employment needs for the next several years should be to emphasize its strengths in international commerce, health services, the visitor industry, and aviation-related activities, and endeavor to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications, while simultaneously promoting the creation and development of small and medium-sized, labor intensive enterprises geared to the socio-economic needs and opportunities of specific neighborhoods and locations meant to serve a diversity of markets.

ECO-7B. Encourage local business development organizations to continue to maintain and increase, when warranted, performance-based incentives to local prioritized industries and to businesses that are expanding within the State of Florida.

ECO-7C. The County should explore providing relief from development fees (or a percentage thereof) and postpone fee payment until loan closing for those

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<sup>3</sup> Affordable to households with incomes between 80 and 120 percent of County MFI.

projects within the Empowerment Zone that meet the specified job creation, business development, or affordable housing production goals established.

- ECO-7D. The County shall increase appropriate support to local, national and international marketing, which promotes Miami-Dade County and community assets, especially focused on the prioritized industries.
- ECO-7E. The County, in cooperation with the Beacon Council, will continue to implement the Targeted Jobs Incentive Fund program.
- ECO-7F. The County should explore ways to support the non-profit sector and the local cultural community in order to enhance their contribution to the base economy.
- ECO-7G. Within one year, the County in cooperation with the Beacon Council, chambers of commerce and similar institutions, organizations and individuals will formulate a comprehensive incentive plan for application to business retention.
- ECO-7H. Any redevelopment option chosen for the conveyed land at the former Homestead Air Force Base should not inhibit continued operations of military and Homeland Security units stationed at Homestead Air Reserve Base.

#### **Objective ECO-8**

**Establish, within two years, utilizing county, state, and national agencies and capabilities, a Small Business Assistance and Entrepreneurial Program focused on management, financial planning and technology application.**

#### **Policies**

- ECO-8A. County direct business assistance and training should be targeted to small businesses, especially those located in the Empowerment Zone or in the Targeted Urban Areas.
- ECO-8B. The County will consolidate existing business assistance programs including business training and activities into one office which primarily promotes small business.
- ECO-8C. The County shall identify a range of public and private capital access opportunities to provide credit to existing and prospective local entrepreneurs, and will offer information and guidance on how to utilize them.

### **Objective ECO-9**

**Miami-Dade County, as a major employer, should promote and publicize the services of the primary workforce development agencies, and local colleges and universities.**

#### **Policies**

- ECO-9A. The County should establish partnerships with the major workforce development agencies to assess, create, and implement targeted training programs based on employer needs.
- ECO-9B. In its contracting with private businesses and other employers, Miami-Dade County will consider including a first choice hiring agreement requesting that the Training and Employment Council of South Florida have the first opportunity for work force requisition and training needs.

### **Objective ECO-10**

**The County will formulate an economic development industrial strategy and corresponding flexible plan with associated policies, which is subject to appropriate monitoring and revision.**

#### **Policies**

- ECO-10A. Utilizing the quantitative tools as at its disposal, relevant and credible literature, expert opinions of individuals and organizations, including existing plans, the County will develop, within one year, a strategy and plan to expand and diversify the local economy through the pursuit of a newly identified list of priority industries.

### **GOAL IV**

**INSTITUTE A BUSINESS SUPPORT FUNCTION TO FACILITATE RELATIONS BETWEEN THE LOCAL BUSINESS COMMUNITY AND WITH MIAMI-DADE COUNTY WITH RESPECT TO BUSINESS DEVELOPMENT, PERMITTING, REGULATION, AND BUSINESS PROBLEM RESOLUTION ACTIVITIES.**

### **Objective ECO-11**

**Establish, within one year, a business assistance function within the County administration.**

## **Policies**

- ECO-11A. The business assistance entity will aid existing businesses with retention and expansion issues, and provide similar assistance to start-up or relocating businesses.
- ECO-11B. The business assistance entity will provide chambers of commerce and other business and economic development organizations with information for publication, including: contact information, a listing of business incentives, available financing, networking opportunities, special events, training programs, and profiles of business leaders and recent expansions.

## **Objective ECO-12**

**All business licensing, permitting and other business regulations pertaining to Miami-Dade County should be fairly enforced according to a set of guidelines and policies to be developed within two years in a manner selected by the County Manager.**

## **Policies**

- ECO-12A. The County will continue to evaluate and streamline current County processes for permitting, licensing, and other start-up or expansion regulatory requirements.
- ECO-12B. County departments shall continue to identify areas of inefficiency or activities and timelines that drive up costs for businesses in their interactions with the County.

## **GOAL V**

**MAINTAIN AND EXPAND MIAMI-DADE COUNTY AIRPORTS AND SEAPORTS TO SEEK EXCELLENCE IN COMPETITIVENESS IN CAPACITY UTILIZATION, SECURITY, CUSTOMER SERVICE AND ENVIRONMENTAL SENSITIVITY AMONG CARGO AND PASSENGER FACILITIES WORLDWIDE.**

## **Objective ECO-13**

**Develop and operate Miami-Dade County's aviation facilities in a manner that enhances competitiveness while maintaining their position as one of the leading economic generators in South Florida, with continuous improvement in safety, security, customer service and environmental responsibility.**



## **Policies**

- ECO-13A. Develop a business plan that is competitive with other domestic airports with a similar passenger base.
- ECO-13B. Pursue vigorously all milestones of the \$4.8 billion Capital Improvement Program (CIP) to continue to positively impact the South Florida economy.
- ECO-13C. Strive to meet or exceed all federal, Department of Homeland Security and Federal Aviation Administration, safety and security guidelines.
- ECO-13D. Continue to enhance the customer service program to meet user expectations by achieving the highest possible level of service that can be provided.
- ECO-13E. Continue with the implementation of the mitigation procedures for the system of airports to be sensitive to communities and the environment.

## **Objective ECO-14**

**Seek to maintain and expand the Port of Miami-Dade's status as the world's leading cruise homeport and Florida's largest container port.**

## **Policies**

- ECO-14A. Conduct an analysis to determine how Miami's costs compare competitively and determine if there are some regulations or requirements that add to costs and could be subject to change.
- ECO-14B. Identify options and develop plans for expansion of the Seaport with emphasis on intermodal transportation improvements on and off the Port, both land and marine based.
- ECO-14C. Ensure efficient transportation connections for both passengers and cargo to and from the Miami International Airport and Port of Miami-Dade and their primary market areas.

## **Monitoring Program**

In order to enable the preparation of the periodic Evaluation and Appraisal Report (EAR) as required by Section 163.3191, F.S., the Minimum Criteria Rule (Rule 9J-5, F.A.C.) requires that local comprehensive plans contain adopted procedures for monitoring and evaluating the Plan and its implementation (Sections 9J-5.005[1][c][3], and 9J-5.005[7], F.A.C.). The section of Rule 9J-5, F.A.C. pertaining to minimum standards for optional elements was repealed in 2001,

but the general requirements for comprehensive plan elements still apply. Hence, a Monitoring Program is included. There are no Level of Service standards for this element.

This section outlines the substantive features of Miami-Dade County's monitoring program pertinent to the objectives, policies, and parameters referenced in this Element. It should be understood that the proposed program may be refined over time, as more experience is gained. Undoubtedly, by the time that the next EAR, which would include this Element, is prepared the measures and procedures outlined herein will have been modified somewhat to reflect practical considerations.

The administrative requirements for monitoring and preparation of the EAR as outlined in Section 9J-5.005(7), F.A.C. are not repeated here. They are outlined only in the Land Use Element to avoid redundancy. The reader is referred to that Element for a summary of those procedural requirements.

### **Evaluation Assessment Review**

For the purpose of evaluating and assessing the implementation of the Economic Element in approximately Year 2010, each objective will be reviewed as follows to monitor the degree to which it has been reached.<sup>4</sup>

#### **Goal I. Objective ECO-1**

Ascertain whether the socio-economic development coordinating functions are established after one year.

#### **Goal I. Objective ECO-2**

Determine at the end of two years, if appropriate organizational change has been implemented.

#### **Goal I. Objective ECO-3**

At the end of every three years, prepare an assessment of County economic development programs to determine progress in achieving this objective.

#### **Goal II. Objective ECO-4**

Ascertain the status of the recommended plan at the end of one year.

#### **Goal II. Objective ECO-5**

Assess the progress toward establishing significant regional agreements and cooperation after three years.

#### **Goal II. Objective ECO-6**

Calculate the degree of increase in the share of middle-income housing provided by County housing programs at the end of five years.

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<sup>4</sup> Where reference is made in this Element to a time period, the interval will commence upon the effective date of the Element.

**Goal III. Objective ECO-7**

Ascertain if the guidelines were developed at the end of two years.

**Goal III. Objective ECO-8**

Determine if the proposed program is established after two years.

**Goal III., Objective ECO-9**

Determine if the steps taken establish the recommended County role at the end of one year.

**Goal III. Objective ECO-10**

At the end of one year, determine if the industrial strategy and plan are in place.

**Goal IV. Objective ECO-11**

Determine if the new function is established after one year.

**Goal IV. Objective ECO-12**

Ascertain if the called-for guidelines were prepared and if relevant policy changes were made at the end of two years.

**Goal V. Objective ECO-13**

Evaluate changes in the operations-capacity ratios of the major aviation facilities in Miami-Dade County for the years 2005 and 2015.

**Goal V. Objective ECO-14**

Determine if the Port of Miami still retains the premier rankings as a cruise port and container port at the end of five years.